

Message Text

UNCLASSIFIED

PAGE 01 DAR ES 00162 01 OF 05 161448Z
ACTION SP-02

INFO OCT-01 AF-10 ISO-00 AID-05 CIAE-00 COME-00 EB-08
FRB-01 INR-07 NSAE-00 USIA-15 TRSE-00 XMB-04
OPIC-06 LAB-04 SIL-01 OMB-01 AGRE-00 IGA-02
NSC-05 SS-15 STR-06 CEA-01 MMO-04 /098 W
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FM AMEMBASSY DAR ES SALAAM
TO SECSTATE WASHDC 7299

UNCLAS SECTION 1 OF 5 DAR ES SALAAM 0162

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TAGS: EAID, ECON, TZ
SUBJ: ASSESSMENT OF EFFECTIVENESS OF ECONOMIC ASSISTANCE

REF: 77 STATE 306064

1. FOLLOWING RESPONDS TO INFORMATION REQUESTED PARA 4A REFTEL.

A. SEED MULTIPLICATION PROJECT - SINCE 1970 USAID HAS BEEN
SUPPORTING DEVELOPMENT OF SEED MULTIPLICATION FARMS TO PRODUCE
FOUNDATION AND CERTIFIED SEEDS FOR FOUR DIFFERENT ECOLOGICAL ZONES
IN TANZANIA. CORN, SORGHUM, SOYBEANS, COWPEAS, MILLET, WHEAT AND
SUNFLOWER ARE THE PRINCIPAL GRAINING BEING PRODUCED. TWO SEED FARM
S
WITH COMBINED AREA OF 7,200 ACRES HAVE BEEN IN OPERATION SINCE
1974. THIRD FARM WAS ESTABLISHED IN 1976 AND 100 ACRES WERE
PLANTED AND HARVESTED IN 1977. FOURTH FARM TO ENCOMPASS 1,700
ACRES WILL BE ESTABLISHED IN 1978. PROJECT WILL ALSO FINANCE
ABOUT 33 TRAINING PROGRAMS IN AGRONOMY AND FARM MECHANICS SO AS TO
TANGOV MANPOWER CAPABILITY TO OPERATE THE SEED FARMS
WHEN U.S. ASSISTANCE PHASES OUT. ALSO, A SEED REGULATORY SERVICE
IS BEING ESTABLISHED WITH U.S. TRAINED TANZANIANS CONDUCTING FIELD
INVESTIGATIONS, SEED SAMPLING, SEED TESTING AND LAW ENFORCEMENT TO
INSURE THAT QUALITY SEED REACHES THE FARMER.

UNCLASSIFIED

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PAGE 02 DAR ES 00162 01 OF 05 161448Z

(1) SEEDS PRODUCED ARE INTENDED TO REACH THE SMALL FARMERS WHO
CONSTITUTE THE BULK OF THE COUNTRY'S POOR.

(2) PROJECT APPEARS SUCCESSFUL FROM POINT OF VIEW OF INSTITUTION
BUILDING IN THAT TANZANIANS WILL LIKELY BE ABLE TO MANAGE AND OPERATE
THE FOUR SEED FARMS AS U.S. ASSISTANCE IS PHASED OUT. THIS IS A

RESULT OF HIGHLY COMPETENT U.S. TECHNICIANS AND THE EXTENSIVE TRAINING PROGRAM PROVIDED UNDER THIS PROJECT FOR THE PAST EIGHT YEARS.

(3) BECAUSE OF THIS PROJECT, THE TANZANIAN GOVERNMENT HAS MOBILIZED RESOURCES THAT EXTEND BEYOND U.S. ASSISTANCE. ONE FOUNDATION SEEDS ARE PRODUCED, THE TANZANIAN SEED COMPANY, FUNDED BY COMMONWEALTH DEVELOPMENT CORPORATION, HANDLES TRANSPORT, HANDLING, STORAGE AND DISTRIBUTION TO CONTRACT GROWERS, WHO IN TURN PRODUCE MORE CERTIFIED SEED. (NOTE: AID MAY ASSIST WITH SEED DISTRIBUTION BEGINNING IN FY 80.) SUBSEQUENTLY, CERTIFIED SEED IS DISTRIBUTED TO THE NATION'S SMALL FARMERS PRINCIPALLY VIA A MAJOR IBRD FINANCED NATIONAL FOOD GRAIN PROGRAM.

(4) MULTIPLIER EFFECTS - THROUGH IMPROVED, HIGHER YIELDING SEEDS, SMALL FARMER PRODUCTION SHOULD INCREASE. IN TURN, NET INCOMES AMONG THE RURAL POOR WILL IN TIME BE IMPROVED.

(5) RELEVANCE OF DONOR COORDINATION -- WHILE NOT DIRECTLY RELATED TO PRODUCING SEED, DONOR ROLES IN DISTRIBUTION CHAIN AFFECTS IMPACT OF PROJECT ON SMALL FARMERS. BOTTLENECKS OCCUR IN GETTING SEEDS TO SMALL FARMERS BECAUSE OF MANAGEMENT PROBLEMS IN THE TANZANIAN SEED COMPANY, LACK OF STORAGE, TRANSPORT AND ACCESS AND DIFFICULTIES IN ACCURATELY ASSESSING FARMER DEMAND. NET EFFECT HAS BEEN THAT SEEDS PRODUCED ON THE THREE FARMS TO DATE HAVE NOT BEEN REACHING SMALL FARMERS TO THE EXTENT ANTICIPATED.

UNCLASSIFIED

UNCLASSIFIED

PAGE 03 DAR ES 00162 01 OF 05 161448Z

(6) UNINTENDED RESULTS - ALTHOUGH SEED FARMS HAVE BEEN ESTABLISHED AS EFFECTIVE TANZANIAN INSTITUTION, QUESTIONS ARISE AS TO THE GOVERNMENT'S LONG TERM ABILITY TO RUN THE FARMS IF IT MOVES THE COMPETENT TANZANIAN FARM MANAGERS WHO HAVE BEEN TRAINED INTO HIGHER ADMINISTRATIVE POSITIONS BEFORE REPLACEMENTS ARE PROPERLY TRAINED. ANOTHER ISSUE RELATES TO U.S. EQUIPMENT USED ON THE SEED FARMS. BY NECESSITY, TRACTORS AND OTHER FARM MACHINERY ARE HIGHLY SOPHISTICATED AND COMPLEX, REQUIRING ATTENTIVE MAINTENANCE AND REGULAR SUPPLY OF SPARE PARTS. WITHOUT U.S. TECHNICIANS ON SITE TO OVERSEE MAINTENANCE OF EQUIPMENT AND PROCUREMENT OF SPARE PARTS, FARMS MAY ULTIMATELY FAIL TO SUSTAIN PRODUCTION LEVELS REACHED UNDER THE PROJECT.

(7) EXPERIENCE GAINED - IN DEVELOPMENT PROGRAMS OF HIGHLY TECHNICAL NATURE, WHERE MANAGEMENT AND EXPERTISE VITAL, THERE MUST BE ADEQUATE PHASE-OUT TIME WITH GRADUALLY DECLINING LEVELS OF DONOR ASSISTANCE (FINANCING AND MONITORING) TO ASSURE THAT THE HOST COUNTRY CAN ASSUME FULL RESPONSIBILITY FOR PROJECTS. THIS IS PARTICULARLY TRUE WHEN U.S. FUNDED PROJECT IS A COMPONENT OF A LARGER DEVELOPMENT OBJECTIVE IN WHICH OTHER DONORS PARTICIPATE.

B. AGRICULTURAL MARKETING DEVELOPMENT PROJECT - THREE TECHNICIANS

WERE ASSIGNED TO THIS PROJECT IN 1973 TO WORK WITH NATIONAL MILLING CORPORATION (NMC), A GOVERNMENT PARASTATAL INVLOVED WITH STORAGE, DISTRIBUTION, IMPORT AND PURCHASE OF FOOD GRAINS - CORN, WHEAT, PADDY RICE, SORGHUM, MILLET, CASSAVA AND BEANS - FROM SMALL FARMERS OR FARMER COOPERATIVE ORGANIZATION THROUGHOUT THE COUNTRY.

(1) BY SUPPORTING AN ORGANIZATION TO HANDLE, PURCHASE AND SELL FOOD GRAINING, THE PROJECT INDIRECTLY BENEFITS THE NATION'S POOR, WHO ARE THE MAJOR PRODUCERS AND CONSUMERS OF FOOD GRAINS.

(2) THIS PROJECT HAS HAD A DIRECT INFLUENCE ON DDVELOPING NMC AS AN EFFECTIVE MARKETING ORGANIZATION SINCE IT WAS FIRST ESTABLISHED IN 1973.

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PAGE 04 DAR ES 00162 01 OF 05 161448Z

INTERESTINGLY ENOUGH, THIS INFLUENCE WAS BROUGH ABOUT BY A SEVERE DROUGHT WHICH REDUCED THE COUNTRY'S FOOD SUPPLY TO DANGEROUSLY LOW LEVELS DURING 1973 TO 1975. BECAUSE OF THE DROUGHT, OVER 900,000 TONS OF GRAIN AND OTHER FOOD MATERIAL WERE IMPORTED INTO TANZANIA MOSTLY THROUGH PORT OF DAR ES SALAAM. MAGNITUDE OF TASKS OF PURCHASING, RECEIVING AND DISTRIBUTING THIS AMOUT OF FOOD PLACED SEVERE STRAIN ON NATIONAL MILLING, WHICH WAS GIVEN THE MAJOR ROLE OF HANDLING THE IMPORTS.

IN EARLY 1975, NMC REORGANIZED TO BETTER HANDLE THESE TAKS AND THE ROLE OF THE USAID TECHNICIANS CHANGED FROM OPERATIONAL TO ADVISORY. THE U.S. TECHNICIANS WERE INSTRUMENTAL IN DEVELOPMENT ACCOUNTING SYSTEMS, TRANSPORTATION ANS STORAGE METHODS, PEST CONTROL, FUMIGATION, PROCUREMENT INVENTORY CONTROL SYSTEMS AND DESIGNING AND MAINTAINING STORAGE AND HANDLING EQUIPMENT. THE WORK OF THE TRANSPOR T AND STORAGE SPECIALIST RESULTED IN A SUPPLY AND DISTRIBUTION SYSTEM,

UNCLASSIFIED

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PAGE 01 DAR ES 00162 02 OF 05 161500Z
ACTION SP-02

INFO OCT-01 AF-10 ISO-00 AID-05 CIAE-00 COME-00 EB-08
FRB-01 INR-07 NSAE-00 USIA-15 TRSE-00 XMB-04
OPIC-06 LAB-04 SIL-01 OMB-01 AGRE-00 IGA-02

NSC-05 SS-15 STR-06 CEA-01 MMO-04 /098 W

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FM AMEMBASSY DAR ES SALAAM

TO SECSTATE WASHDC 7300

UNCLAS SECTION 2 OF 5 DAR ES SALAAM 0162

A GRADING SYSTEM, AND A METHOD OF REPORTING ON TRANSPORT AND SUPPLY.

THIS APECIALIST ALSO EFFECTIVELY TRAINED NMC EMPLOYEES TO UNDERTAKE RESPONSIBILITY FOR THE JOBS HE WAS PERFORMING AND IN 1976 THE POSITION WAS TERMINATED.

THE FINANCE AND MANAGEMENT ADVISOR WROKED WITH NMC UNTIL NOVEMBER 1976. HE SERVED AS AN ADVISOR TO THE GENERAL MANAGER AND WAS PARTICULARLY EFFECTIVE IN DEVELOPING BUDGET FORMATS, CASH FLOW INFORMATION AND OVERALL FINANCIAL MANAGEMENT MATTERS. HE ASSISTED IN DEVELOPING TANZANIA S JUSTIFICATION FOR PL 480 ASSISTANCE, AND HELPED THE GENERAL MANAGER IN PLANNING AND EXECUTING THE CORPORATE REORGANIZATION TO DECENTRALIZE AND CONSOLIDATE MANAGEMENT TO HANDLE FOOD IMPORTS FOR THE DROUGHT. FOLLOING TERMINATION OF THE FINANCIAL MANAGEMENT ADVISOR, NMC APPEARS TO BE CARRYING OUT MANY OF THE SYSTEMS DEVELOPED BY THIS INDIVIDUAL.

SINCE MARCH 1976, AN ECONOMIC ANALYSIS ADVISOR HAS BEEN WORKING WITH NMC TO ESTABLISH A PLANNING UNIT. HIS WORK FOCUSES ON ORGANIZING FEASIBILITY STUDIES ON CURRENT AND FUTURE NATIONAL MILLING OPERATIONS INCLUDING CANNERIES, BAKERIES AND STORAGE OPERATION AT REGIONAL AND DISTRICT LEVELS. HE IS ALSO ESTABLISHING TRAINING PROGRAMS FOR TANZANIANS WHO WILL WORK IN THE PLANNING UNIT AND IS ASSISTING IN EALUATION OF NMC ACTIVITIES.

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PAGE 02 DAR ES 00162 02 OF 05 161500Z

3. MOBILIZING RESOURCES - BECAUSE OF ITS EFFECTIVENESS IN HANDLING LARGE QUANTITIES OF FOOD IMPORTS FOR THE DROUGHT, NMC HAS BEEN ABLE TO GENERATE OTHER DONOR SUPPORT FOR A MAJOR LONG RANGE STRATEGIC GRAIN RESERVE PROGRAM THAT WILL COMMENCE IN 1978.

4. NO SIGNIFICANT MULTIPLIER EFFECTS.

5. RELEVANCE OF DONOR COORDINATIONS- THROUGH THE LIFE OF THE PROJECT, USAID HAS BEEN THE PRINCIPAL DONOR AT NMC. HOWEVER, SEVERAL EUROPEAN DONORS, IBRD AND USAID, UNDER COORDINATION OF FAO, HAVE PARTICIPATED IN PREPARING OF THE PROPOSED STRATEGOC FPPF GRAIN PROGRAM. SINCE EACH DONOR IS SUPPORTING SEPARATE, BUT CLOSELY RELATED, COMPONENTS OF THIS EFFORT, CONTINUED COORDINATION WILL BE MOST IMPORTANT.

6. UNINTENDED RESULTS - BECAUSE OF THE USEFUL WORK OF USAID TECHNICIANS DURING THE DROUGHT, NMC MANAGEMENT CONTINUED TO PLACE HIGH CONFIDENCE IN THE PROJECT PERSONNEL ONCE THE CRISIS HAD PASSED.

7. EXPERIENCE GAINED - OVER THE PAST FOUR YEARS, THIS PROJECT ILLUSTRATES THAT A COUNTRY SUCH AS TANZANIA CAN RESPOND TO AN EMERGENCY BY WORKING CLOSELY WITH A DONOR WHO HAS THE RELEVANT EXPERTISE. EXPERIENCE GAINED ALSO INDICATES THAT WHEN A GOVERNMENT AGENCY HAS THE WILL TO IMPROVE ITSELF IT CAN PROPERLY UTILIZE FOREIGN DONORS WHO ARE IN A POSITION TO HELP.

C. LIVESTOCK MARKETING AND DEVELOPMENT - THIS PROJECT INVOLVES A NINE-MAN CONTRACT TEAM ASSIGNED TO A LIVESTOCK MARKETING PARASTATAL FOR THE PURPOSE OF ESTABLISHING LIVESTOCK MARKETING SYSTEMS AND A MARKETING INFRASTRUCTURE. OTHER ACTIVITIES OF THE PROJECT INCLUDE: IMPLEMENTATION OF RANGE MANAGEMENT AND WATER DEVELOPMENT ASPECTS OF WORLD BANK LIVESTOCK DEVELOPMENT LOAN; IMPROVEMENT OF THE UNCLASSIFIED

UNCLASSIFIED

PAGE 03 DAR ES 00162 02 OF 05 161500Z

FINANCIAL AND ACCOUNTING SYSTEM OF THE PARASTATAL AND ITS SUBSIDIARIES; AND COMPLETION OF A COMPREHENSIVE LIVESTOCK SUBSECTOR ANALYSIS. THESE TASKS, WHICH BEGAN IN 1974, ARE SCHEDULED TO COER A SEVEN YEAR PERIOD.

1. ACTIVITIES UNDER THIS PROJECT ARE DIRECTED TOWARDS TRADITIONAL, SMALL HERD LIVESTOCK PRODUCERS, THE MAJORITY OF WHICH ARE AMONG THE QUOTE POOR UNQUOTE.

2. INSTITUTIONAL DEVELOPMENT - THE TANZANIAN LIVESTOCK DEVELOPMENT AUTHORITY (LIDA) WAS ESTABLISHED AS A PARASTATAL IN 1974 JUST PRIOR TO COMMENCEMENT OF THE USAID PROJECT. THE PARASTATAL WAS FORMED BY AMALGAMATING SEVERAL MARKETING BOARDS AND LIVESTOCK ORGANIZATIONS ALREADY EXISTING. LIDA WAS GIVEN RESPONSIBILITY FOR THE ENTIRE INDUSTRIAL CYCLE, FROM PRODUCTION OF RAW MATERIALS THROUGH PROCESSING AND FINALLY THE MARKETING OF FINISHED ANIMAL PRODUCTS OF MANY TYPES. THE USAID PROJECT FOCUSES PRIMARILY ON SUPPORT TO ONE OF THE SUBSIDIARIES OF LIDA, THE TANZANIA LIVESTOCK MARKETING COMPANY (TLMC), WHICH HANDLES CATTLE MARKETING, MARKET INSTALLATIONS, STOCK ROUTES AND HOLDING GROUNDS, AND BUYING OF LIVESTOCK IN THE RURAL AREAS AND TRANSPORT TO URBAN CENTERS. U.S. TECHNICIANS ARE ASSIGNED TO THREE TLMC FIELD ZONAL OFFICES. OTHER TECHNICIANS, BASED IN DAR ES SALAM, ARE WORKING ON THE DESIGN AND CONSTRUCTION OF STOCK ROUTES, HOLDING GROUNDS AND WATER FACILITIES THROUGHOUT THE COUNTRY. THE PROJECT TEAM LEADER SERVES AS ADVISOR TO THE TLMC GENERAL MANAGER. A LIVESTOCK ECONOMIST IS ESTABLISHING A PLANNING UNIT IN TLMC, CONDUCTING SURVEYS AND COORDINATING A MARKET NEWS REPORTING SERVICE.

AN EVALUATION DONE IN AUGUST 1977 CONFIRMED EARLIER USAID MISSION CONCERN REGARDING THE FUNCTIONING OF TLMC AND ITS OPER-

ATIONAL POLICIES: IN ESSENCE, THAT THE INSTITUTIONAL DEVELOPMENT ASPECT OF TLMC (AND HENCE THE PROJECT) WAS NOT PROGRESSING AS WELL AS EXPECTED. THIS CONCLUSION IS BASED PRIMARILY ON THREE FACTORS. FIRST, TLMC OPERATIONAL POLICIES HAVE NOT BEEN CLEAR. THERE SEEMED TO BE WITHIN THE ZONES AND HEADQUARTERS, A LACK OF UNCLASSIFIED

UNCLASSIFIED

PAGE 04 DAR ES 00162 02 OF 05 161500Z

GUIDANCE AS TO WHETHER TLMC SHOULD BE INVOLVED IN BUYING, WHETHER THEY SHOULD FOCUS THEIR RESOURCES ON SERVICING OF MARKETS OR WHETHER BOTH COURSES OF ACTIONS SHOULD BE FOLLOWED. IT HAD BECOME EVIDENT THAT IN THIS ABSENCE OF POLICY, TLMC ACTIVITIES WERE HEAVILY WEIGHTED TOWARDS SPECULATIVE BUYING AND TRANSPORT OF CATTLE. THE SECOND ORGANIZATIONAL DIFFICULTY, ONE WHICH HAS PLAGUED THE ENTIRE TANZANIAN GOVERNMENT, HAS TO DO WITH THE QUESTION OF DECENTRALIZATION. SINCE THE EARLY 1970S, THERE HAS BEEN A SINCERE EFFORT ON THE PART OF TANZANIAN MINISTERIES AND PARASTATALS TO STRENGTHEN REGIONAL AND DISTRICT OPERATIONS BY DECENTRALIZING PERSONNEL, MANAGEMENT AND DECISION MAKING, AND ACCORDINGLY, REDUCE CONTROL FROM CENTRAL OFFICES IN DAR ES SALAAM. TLMC HAS APPEARED PARTICULARLY INEPT OF ADJUSTING TO THIS CHANGE AND, IN FACT, STRONG CENTRAL CONTROL IS STILL EVIDENT. A THIRD PROBLEM RELATED TO DECENTRALIZATION HAS TO DO WITH THE RAPID CHANGEOVER OF PERSONNEL IN ZONAL OFFICES. BEING A YOUNG ORGANIZATION AND FACED WITH THE GROWING PAINS RELATED TO DECENTRALIZATION, TLMC LIKE OTHER ORGANIZATIONS IN TANZANIA IS FACED WITH PERSONNEL SHORTAGES. OVER THE PAST TWO YEARS THERE HAVE BEEN EXCESSIVE ADJUSTMENTS AND MOVEMENTS OF ZONAL MANAGEMENT PERSONNEL THROUGHOUT THE COUNTRY. THIS HAS RESULTED IN ERRATIC AND INCONSISTENT PROGRAMS WITHIN THE ZONES AND HAS MADE STANDARDIZATION OF REPORTING AND ACCOUNTING VERY DIFFICULT.

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PAGE 01 DAR ES 00162 03 OF 05 161512Z

ACTION SP-02

INFO OCT-01 AF-10 ISO-00 AID-05 CIAE-00 COME-00 EB-08

FRB-01 INR-07 NSAE-00 USIA-15 TRSE-00 XMB-04

OPIC-06 LAB-04 SIL-01 OMB-01 AGRE-00 IGA-02

NSC-05 SS-15 STR-06 CEA-01 MMO-04 /098 W

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FM AMEMBASSY DAR ES SALAAM
TO SECSTATE WASHDC 7301

UNCLAS SECTION 3 OF 5 DAR ES SALAAM 0162

(3) MOBOLIZING RESOURCES - FOLLOWING THE EVALUATION, THE TANGOV APPEARS TO BE DEVOTING MORE RESOURCES TO OVERCOME DEFICIENCIES OF THE PROJECT.

(4) MULTIPLIER EFFECTS - BY IMPROVING THE LIVESTOCK MARKETING SYSTEM AND FACILITIES, TRADITIONAL LIVESTOCK HERDERS SHOULD BE ABLE TO MORE EASLIY AND PROFITABLY SELL THEIR ANIMALS. IF THIS PROVES TO BE THE CASE, NET INCOMES SHOULD INCREASE.

(5) RELEVANCE OF DONOR COORDINATION - IBRD IS PROVIDING LOAN FUNDS FOR EQUIPMENT AND CONSTRUCTION OF MARKETING FACILITIES. THIS PROJECT FINANCES TECHNICAL ASSISTANCE COMPLIMENTARY TO THE IBRD LOAN. DONOR COORDINATION HAS BEEN NECESSARY TO CARRY OUT THE MARKETING PROGRAM.

(6) UNINTENDED RESULTS -

(A) LACK OF PROGRESS ON INSTITUTIONAL DEVELOPMENT AS DESCRIBED ABOVE THE RENDERED THE U.S. TECHNICIANS LESS USEFUL TO TLMC THAN SHOULD HAVE BEEN THE CASE. IN THE ABSENCE OF CLEAR POLICY REGARDING PRICING, BUYING PRACTICES AND ORGANIZATIONAL STRUCTURE THE TECHNICIANS, PARTICULARLY THOSE WORKING IN THE FILD, HAVE BECOME FRUSTRATED AND UNABLE TO FUNCTION EFFECTIVELY. THEY FOUND THEMSELVES IN ADVISORY CAPACITIES, YET THEIR ADVISE ON MARKET INSTALLATION AND SITES, CONSTRUCTION METHODS AND MARKET MANAGEMENT WENT LARGELY UNCLASSIFIED

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PAGE 02 DAR ES 00162 03 OF 05 161512Z

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(B) IF TLMC IS NOT FUNCTIONING EFFECTIVELY AS AN INSTITUTION, AND IF PROJECT INPUTS ARE NOT BEING ADEQUATELY UTILIZED, THIS LEADS TO THE QUESTION OF WHETHER TLMC AND THE PROJECT CAN BE RELEVANT TO THE NEEDS OF TRADITIONAL LIVESTOCK HERDERS. THE EVALUATION REPORT STRONGLY POINTED OUT THAT IN ORDER TO MAKE A DETERMINATION REGARDING BENEFITS TO TRADITIONAL PRODUCERS, MUCH MORE INFORMATION SHOULD BE GATHERED FROM ZONAL MARKETING OPERATIONS IN ORDER TO MAKE SUCH A JUDGMENT AND MEASURE IMPACT ON BENEFICIARIES.

(7) EXPERIENCE GAINED - THIS CASE STUDY ATTEMPTS TO POINT OUT THE DIRECT EFFECT ON DONOR PROJECTS (DESIGN THROUGH IMPLEMENTATION) WHEN THE HOST COUNTRY CLIENT DOES NOT ADEQUATELY DEFINE ITS POLICIES AND OPERATIONAL OBJECTIVES. SINCE THE TIME OF THE EVALUATION, AND FOLLOWING SEVERAL SUBSTATIVE DISCUSSIONS WITH LIDA AND TLMC OFFICIALS, ACTIONS HAVE BEEN TAKEN BY THE GOVERNMENT ON THE THREE

PRINCIPAL POINTS OUTLINED ABOVE. TLMC NOW HAS A CLEAR POLICY TO GUIDE MANAGEMENT, PARTICULARLY WITH REGARD TO BUYING OPERATIONS. ACTIONS HAVE BEEN TAKEN TO REDUCE THE PERSONNEL TURNOVER AND TO STANDARDIZE ZONAL PROGRAMS. THE ROLE OF OF U.S. PERSONNEL IN THE ZON A

OFFICES AND IN HEADQUARTERS HAS BEEN MORE PRECISELY DEFINED AND TLMC HAS AGREED, WITH THE HELP OF U.S. TECHNICIANS, TO ESTABLISH MEANS OF MEASURING BENEFITS OF TLMC ACTIVITIES ON TRADITIONAL LIVESTOCK PRODUCERS. ALTHOUGH IT REMAINS TO E SEEN WHETHER THESE ACTIONS WILL BE FRUITFUL, THERE HAS BEEN A SERIOUS EFFORT ON THE PART OF THE GOVERNMENT TO CORRECT DEFICIENCIES.

D. TSETSE FLY ERADICATION LOAN - LOAN WAS DESIGNED TO PROVIDE EQUIPMENT (HEAVY AND LIGHT TRACTORS, GRADERS, TOOLS AND CAMP UNCLASSIFIED

UNCLASSIFIED

PAGE 03 DAR ES 00162 03 OF 05 161512Z

EQUIPMENT AND A CESSNA SPRAY-PLACE) FOR CLEARING THE BARRIER IN A PRESCRIBED DEVELOPMENT AREA IN WEST LAKE REGION OF TANZANIA. UNDER THE LOAN AGREEMENT WHICH WAS SIGNED IN MAY 1971, THE OBJECTIVE OF THE PROJECT WAS TO CONSTRUCT A BARRIER AROUND SOME 1,434,000 ACRES THAT WOULD BE SPRAYED TO ELIMINATE TESTSE FLY. DUE TO THE PROBLEMS CITED BELOW IN CARRYING OUT THIS PROJECT, THE IMPLEMENTATIO N

PLAN WAS REVISED SO THAT THE PROJECT NOW FOCUSES ON PREPARING 400,000 CREAS FOR ANIMAL GRAZING. ADJACENT TO THE RANCH LAND AND SEPARATED BY THE TSETSE FLY FREE BARRIERS, VILLAGE SETTLEMENTS ARE BEING DEVELOPED. THE PROJECT, PER THE TERMS OF THE ORIGINAL LOAN AGREEMENT, WAS TO REQUIRE SIX YEARS TO COMPLETE THE BARRIER CONSTRUCTION.

(1) BENEFICIARIES OF PROJECT ARE SMALL LIVESTOCK HERDERS LIVING IN AREA ADJACENT TO TSETSE FLY FREE ZONE.

(2) PROJECT APPEARS UNSUCCESSFUL FROM INSTITUTION BUILDING POINT OF VIEW FOR REASONS CITED IN PARAGRAPH (6) BELOW.

(3) MOBILIZING RESOURCES - DESPITE DIFFICULTIES ENCOUNTERED IN CARRYING OUT THIS PROJECT, THE TANGOV HAS CONTINUED TO MOBILIZE RESOURCES FOR THE BARRIER CONSTRUCTION AND EQUIPMENT OPERATION.

(4) THERE ARE MULTIPLIER EFFECTS FROM THIS PROJECT AS A RESULT OF THE OPENING OF NEW LANDS FOR ANIMAL GRAZING AND SETTLEMENT.

(5) RELEVANCE OF DONOR COORDINATION - THERE ARE NO SIGNIFICANT POINTS IN THIS REGARD.

(6) UNINTENDED RESULTS:

(W) EQUIPMENT: EXPECTED - IT WAS EXPECTED THAT ALL LOAN EQUIPMENT AND SUPPLIES FROM THE U.S. WOULD HAVE ARRIVED IN TANZANIA

BY 1972, PROVIDING ROUGHLY FIVE YEARS TO COMPLETE THE PROJECT;
ACTUAL PERFORMANCE: WHILE SOME OF THE LESSER PIECES OF EQUIPMENT
UNCLASSIFIED

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PAGE 04 DAR ES 00162 03 OF 05 161512Z

DID BEGIN ARRIVING IN 1973, THE TIME LAG FOR CATERPILLAR AND OTHER
HEAVY EQUIPMENT WAS UNDULY EXCESSIVE. THE EQUIPMENT ARRIVED IN
TANZANIA IN PIECEMEAL MAKING IT DIFFICULT TO ORGANIZE AND COORDINATE
FULL WORK CREWS AND TO COMBINE HAND AND MACHINE EFFORTS. THE LAST
REMNANTS OF EQUIPMENT DID NOT ARRIVE UNTIL MID 1975.

(B) FUEL AND SUPPLIES: EXPECTED - IN THE ORIGINAL
PLANNING IT WAS EXPECTED THAT FUEL AND OTHER SUPPLIES, INCLUDING
SPARE PARTS, WOULD BE AVAILABLE OR COULD BE OBTAINED WITHOUT UNDUE
EFFORT; ACTUAL PERFORMANCE - LAKE BARGES BELONGING TO THE NOW
DEFUNCT EAST AFRICAN COMMUNITY, WHICH WERE DEPENDENT UPON TO CARRY
FUEL WERE IMMOBILIZED BY KENYA REQUIRING TRUCK TRANSPORT TO THE
SITE. OVERLAND MEANS OF PROVIDING FUEL AND SUPPLIES PROVED TO BE
INADEQUATE AND EXTREMELY TIME CONSUMING. MOREOVER, OIL PRICES SINCE
1973 BECAME A MAJOR CONSTRAINT AS SUPPLIES IN TANZANIA BEGAN TO
DECREASE. FUEL PRIORITY WAS PLACED ON ESSENTIALS (PUBLIC SAFETY AND
INSTITUTIONS) BEFORE DEVELOPMENT PROJECTS SUCH AS THIS ONE. IN
ADDITION, DURING THE RAINY SEASON, TRANSPORT BY ROAD BECAME
IMPOSSIBLE CAUSING LONG DELAYS IN CLEARING OPERATIONS.

(C) TECHNICAL ASSISTANCE: EXPECTED - BY MEANS OF A SOURCE
WAIVER IT WAS EXPECTED THAT THREE BRITISH NATIONALS WHO WERE FAMILIAR
WITH TSETSE FLY CLEARANCE IN TANZANIA WOULD JOIN THE PROJECT AND
THEIR SALARIES WOULD BE TOPPED OFF FROM THE LOAN, ACTUAL PERFORMANCE -
DUE TO DISAGREEMENTS OVER SALARY AND OTHER PROBLEMS, THIS CRITICAL
REQUIREMENT NEVER MATERIALIZED.

(D) TANZANIAN GOVERNMENT PERSONNEL: EXPECTED - IN THE
ABSENCE OF EXPATRIATE PERSONNEL THE TANGGOV EXPECTED TO USE THEIR
OWN LOCAL MECHANICS AND PROJECT MANAGERS TO MANAGE THE PROJECT,
SERVICE AND MAINTAIN THE COMPLICATED U.S. EQUIPMENT; ACTUAL

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PAGE 01 DAR ES 00162 04 OF 05 161524Z
ACTION SP-02

INFO OCT-01 AF-10 ISO-00 AID-05 CIAE-00 COME-00 EB-08
FRB-01 INR-07 NSAE-00 USIA-15 TRSE-00 XMB-04

OPIC-06 LAB-04 SIL-01 OMB-01 AGRE-00 IGA-02

NSC-05 SS-15 STR-06 CEA-01 MMO-04 /098 W

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R 161230Z JAN 78

FM AMEMBASSY DAR ES SALAAM

TO SECSTATE WASHDC 7302

UNCLAS SECTION 4 OF 5 DAR ES SALAAM 0162

PERFORMANCE - IT WAS IMPOSSIBLE FOR THE TANGOV TO FIND SUFFICIENT NUMBERS OF ADEQUATELY TRAINED MECHANICS OR A SKILLED AND TRAINED PROJECT MANAGER FOR THIS TASK.

7. EXPERIENCE GAINED - THE MAJOR LESSON LEARNED FROM THIS PROJECT IS THAT ACTIVITIES IN A COUNTRY LIKE TANZANIA WHICH PROVIDE HEAVY EQUIPMENT AND INVOLVE MAJOR MANAGEMENT AND MAINTENANCE RESPONSIBILITIES CANNOT BE EFFICIENTLY CARRIED OUT WITHOUT EXPATRIATE EXPERTISE. DEVELOPING COUNTRIES SIMPLY DO NOT HAVE SUFFICIENT CADRES OF MECHANICS AND TECHNICAL MANAGERS TO CARRY OUT THESE TYPES OF PROJECTS. WHEN IMPLEMENTATION PLANS ARE CHALLENGED BY PROBLEMS OF ACCESS AND GEOGRAPHY THE TASK BECOMES DOUBLY DIFFICULT, RESULTING IN YEARS OF DELAY IN ACCOMPLISHMENT.

E. NATIONAL MAIZE PROJECT - SINCE 1974 THIS IBRD PROJECT HAS BEEN ATTEMPTING OBTAIN A LARGE INCREASE IN CORN PRODUCTION FROM SMALL FARMS BY SUPPORTING INPUT PROCUREMENT AND DISTRIBUTION, EXTENSION TRAINING AND THE PROVISION OF TRANSPORT AND STORAGE. PROJECT PROVIDES A SERIES OF INCREASINGLY MORE COMPLEX PRODUCTION PACKAGES IN FIFTEEN REGIONS AND ALSO PROMOTES SORGHUM PROGRAMS IN DRIER AREAS.

1. PROJECT INTENDED TO REACH SMALL FARMER THROUGH PROGRAMS IN ABOUT 1,000 VILLAGES ALL OF WHICH ARE AMONG QUOTE POOR MAJORITY UNQUOTE.

UNCLASSIFIED

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PAGE 02 DAR ES 00162 04 OF 05 161524Z

2. PROJECT WAS NOT SUCCESSFUL IN CREATING A RELIABLE INSTITUTIONAL FRAMEWORK FOR CONTINUED OPERATIONS. CENTRAL UNIT WAS UNABLE CONTROL ACTIVITIES AT THE LOCAL (REGIONAL) LEVEL. LINKAGES TO RESEARCH AND OTHER DEVELOPMENT EFFORTS WERE NOT DEVELOPED.

3. MOBILIZING RESOURCES - UNDER PROJECT TANGOV DEVOTED LARGE AMOUNTS OF RESOURCES TO SUBSIDIZING PRODUCTION PACKAGES. MAJOR PROBLEM CONCERNED INABILITY TO MOBILIZE VILLAGE RESOURCES IN A SYSTEMATIC WAY.

4. NO SIGNIFICANT MULTIPLIER EFFECTS.

5. RELEVANCE OF DONOR COORDINATION - BECAUSE THE IBRD WANTED AID \$ FINANCIAL INPUT INTO THE PROJECT, THEY KEPT THE MISSION APPRISED OF

NEGOTIATIONS WITH THE TANGOV. BUT SINCE THIS WAS "THEIR PROJECT," THEY DID NOT INVITE US TO PARTICIPATE IN THE DESIGN EFFORT OR REVEAL THE DIFFICULTIES THEY WERE HAVING WITH LOCAL OFFICIALS OVER HOW THE PROGRAM WAS TO BE CARRIED OUT. THE DESIGN TEAM CAME FROM THE BANK'S NAIROBI OFFICE, SUPPLEMENTED BY WASHINGTON STAFF. WE REALIZED THAT DONORS DO NOT LIKE TO SHARE DESIGN AND IMPLEMENTATION AUTHORITY AND THAT DESIGN STANDARDS AND CRITERIA ARE DIFFERENT BETWEEN THE BANK AND AID. HOWEVER, THIS WAS A CASE WHERE THE BANK COULD HAVE BENEFITTED FROM OUR EXPERIENCE IN FOOD PRODUCTION IN TANZANIA AND VERY CLOSE WORKING RELATIONSHIPS WITH THE MINISTRY OF AGRICULTURE AND ONE OF THE REGIONS INVOLVED.

6. UNINTENDED RESULTS - NO SIGNIFICANT UNINTENDED RESULTS.

7. EXPERIENCE GAINED: IN GENERAL, THIS PROJECT SUFFERED WHAT CAN BE EXPECTED FROM VERY LARGE PROGRAMS WHICH HAVE HAD NO LOCAL INPUT IN DESIGN OR MANAGEMENT. THE CENTRAL UNIT WAS ABLE TO DELIVER SEED, FERTILIZER AND OTHER INPUTS TO THE REGIONS ON TIME, BUT SUPPORT FROM UNCLASSIFIED

UNCLASSIFIED

PAGE 03 DAR ES 00162 04 OF 05 161524Z

THE REGION TO THE VILLAGES PROVED TO BE DIFFICULT AND UNEVEN. EXTENSION STAFF OFTEN HAD OTHER DUTIES, WERE NOT TRAINED IN MAIZE PRODUCTION, COULD NOT GET TRANSPORT AND OVERNIGHT ALLOWANCES OR REALIZED THE PRODUCTION PACKAGE WAS NOT WORTH INTRODUCTION IN THEIR AREAS.

WITH THE RETURN OF MORE FAVORABLE WEATHER AND THE END OF THE PROGRAM OF ESTABLISHING VILLAGES, MAIZE PRODUCTION HAS RETURNED TO MORE NORMAL LEVELS. SINCE THE BASELINE INFORMATION AND MONITORING SYSTEM OF THE PROJECT NEVER BECAME OPERATIONAL, IT IS NOT POSSIBLE TO MEASURE ANY INCREASED PRODUCTION DUE SOLELY TO THE PROJECT, OR FINANCIAL IMPACT IN THE INVOLVED SMALL FARMERS.

IN SUMMARY, THIS WAS NOT SUCCESSFUL BECAUSE IT DID NOT ADDRESS FELT NEEDS AT THE LOCAL LEVEL, DID NOT CREATE A VIABLE INSTITUTIONAL BASE, DID NOT MOBILIZE LOCAL RESOURCES, WAS NOT BASED ON VALID ASSUMPTIONS AND IGNORED THE FACT THAT IF DONORS WOULD POOL KNOWLEDGE AND SHARE INFORMATION/IDEAS/DOCUMENTS, PROJECT COULD BE BETTER PREPARED.

IN ORDER TO AVOID REPEATING THIS TYPE PROGRAM, AID IS DESIGNING NEW SMALL FARMER PROGRAMS WITH MUCH GREATER LOCAL INVOLVEMENT WITH DESIGN AND IMPLEMENTATION. PROJECTS SHOULD BE BASED ON LOCAL LEVEL DATA AND MORE CAREFUL PLANNING.

PROJECT IS BEING REDESIGNED BY IBRD TO REDUCE SCOPE AND CONCENTRATE ON SMALLER AREAS.

F. MANPOWER TRAINING FOR MATERNAL AND CHILD HEALTH AIDES- THE STATED PURPOSE OF THIS PROJECT IS TO ASSIST TANGOV TO ACHIEVE AN

INSTITUTIONAL CAPACITY TO PROVIDE COMPREHENSIVE MATERNAL AND CHILD HEALTH (MCH) AND FAMILY PLANNING SERVICES TO THE RURAL POPULATION OF TANZANIA AS AN INTEGRATED PART OF THE MINISTRY OF HEALTH'S (MOH) RURAL HEALTH DELIVERY SYSTEM.

BESIDES THE ASSISTANCE IN CONSTRUCTING AND EQUIPPING
UNCLASSIFIED

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PAGE 04 DAR ES 00162 04 OF 05 161524Z

EIGHTEEN MCHA TRAINING CENTERS, THE ORIGINAL USAID AGREEMENT WAS TO PROVIDE (1) THE SERVICES OF UP TO FOUR PROFESSIONAL HEALTH EDUCATORS, A PUBLIC HEALTH PHYSICIAN AND THREE PUBLIC HEALTH NURSES TO ASSIST IN THE DEVELOPMENT OF MCH SERVICES AND TO ASSIST IN THE SETTING UP AND RUNNING THE 18 MCHA TRAINING CENTERS;(2) PARTICIPANT TRAINING IN THE U.S. FOR UPGRADING TEACHING AND SUPERVISORY STAFF: (3) SUPPLIES AND EQUIPMENT FOR THE TRAINING CENTERS, VEHICLES FOR THE U.S. TECHNICAL STAFF AND TRAINING CENTERS: (4) RECURRENT OPERATING COSTS FOR THE 18 CENTERS STARTING AT 100 PERCENT FOR THE FIRST YEAR OF OPERATION AND REDUCING SUPPORT BY TWENTY PERCENT EACH YEAR UNTIL THE SIXTH YEAR WHEN THE TANGOV PROVIDES ALL COSTS, AND (5) USAID WAS TO PROVIDE UPGRADING EQUIPMENT FOR APPROXIMATELY ONE THOUSAND RHCS AND RDS SO THE MCHAS WOULD BE ABLE TO PERFORM ALL THE FUNCTIONS THEY ARE TRAINED TO CARRY OUT. THIS EQUIPMENT CONSISTS OF A KEROSENE REFRIGERATOR, SCALES FOR MOTHERS AND BABIES, STERILIZING EQUIPMENT AND OTHER SMALL ITEMS (COMMONLY CALLED MCH KITS) FOR RURAL HEALTH WORKERS.

1. SUCCESSFUL INSTITUTION BUILDING: THE INSTITUTION BUILDING ASPECTS HAVE BEEN REACHED: 1. SEVENTEEN TRAINING CENTERS HAVE BEEN OPENED, CURRICULA DEVELOPED, TRAINING MATERIALS DEVELOPED AND SPECIAL FIELD EXPERIENCE PROVIDED: 2. A CAPABILITY OF TRAINING PRINCIPALS, SUPERVISORS AND INSTRUCTORS HAS BEEN SET UP: AND 3. THE INSTITUTIONS

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PAGE 01 DAR ES 00162 05 OF 05 161601Z
ACTION SP-02

INFO OCT-01 AF-10 ISO-00 AID-05 CIAE-00 COME-00 EB-08
FRB-01 INR-07 NSAE-00 USIA-15 TRSE-00 XMB-04
OPIC-06 LAB-04 SIL-01 OMB-01 AGRE-00 IGA-02
NSC-05 SS-15 STR-06 CEA-01 MMO-04 /098 W
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UNCLAS FINAL SECTION 5 OF 5 DAR ES SALAAM 0162

SETUP REQUIRED FOR THE DELIVERY OF RURAL HEALTH SERVICES IS IN PLACE, I.E., PROVISIONS FOR THE SUPERVISION AND SUPPORT REQUIRED FOR THE MCHAS TO FUNCTION ADEQUATELY HAVE BEEN ESTABLISHED.

VISITS TO OVER 25 OF THE MCHAS, PLACED IN RURAL AREAS, INDICATED THAT THE MCHAS ARE UTILIZING THEIR TRAINING AND ARE ACCEPTED BY THE COMMUNITY. SINCE THE MCHAS ARE SERVING IN REMOTE AREAS, THEY ARE REACHING THE RURAL POOR. THE ACTUAL FUNCTIONING OF OVER FOUR HUNDRED MCHAS IN THE RURAL AREA INDICATES THE SUPPORT GIVEN THE RURAL HEALTH DELIVERY SYSTEM BY THE MOH, REGIONAL AND DISTRICT OFFICIALS WHO ARE RESPONSIBLE FOR THE ESTABLISHMENT OF THIS NEW CADRE OF PARAMEDICAL WORKER.

A MAJOR REASON FOR THE PRESENT MEASURE OF SUCCESS OF THE PROJECT HAS BEEN THE OUTSTANDING PLANNING WHICH WENT INTO THE FORMATIVE STAGES; THE CONTINUED SUPPORT OF THE MOH; THE OUTSTANDING WORK OF THE TECHNICAL ADVISORS; AND THE AID FINANCIAL SUPPORT WHICH HAS ENABLED THE USAID TO EXPAND ITS SUPPORT TO INCLUDE VITAL AREAS OF THE RURAL HEALTH DELIVERY PROGRAM NOT COVERED BY THE MOH OR OTHER DONORS. BY 1982, WHEN THE USAID SUPPORT IS TO BE FULLY PHASED OUT, IT IS ANTICIPATED THAT THE TANGOV WILL HAVE A VIABLE RURAL HEALTH DELIVERY SYSTEM WHICH IS FULLY INTEGRATED INTO ALL ONGOING, PLANNING AND DEVELOPMENT ACTIVITIES.

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PAGE 02 DAR ES 00162 05 OF 05 161601Z

(2) MOBILIZING RESOURCES, BOTH DOMESTIC AND FOREIGN - THE MOH CALLED UPON A CONSORTIUM OF DONORS, WHICH ULTIMATELY INCLUDED THE NORDIC COUNTRIES AND THE U.S.A TO HELP FINANCE AND CONSTRUCTION OF INCREASED NUMBERS OF TRAINING AND CLINICAL FACILITIES AND, WHEREVER POSSIBLE, TO ASSIST IN ACTUAL TRAINING OF THE PERSONNEL REQUIRED TO MAN THE NEW FACILITIES. THE NORDIC COUNTRIES AGREED TO PROVIDE FUNDS (BUDGET SUPPORT) FOR THE CONSTRUCTION OF (1) NINETY RHCS (SWEDEN) (2) THREE TO FOUR HUNDRED RDS (NORWAY), (3) ONE MA SCHOOL (DENMARK) (4) ELEVEN RMS TRAINING CENTERS (FINLAND) AND (5) THE USAID SIGNED AN AGREEMENT ON JUNE 30, 1973 TO PROVIDE FUNDS FOR THE CONSTRUCTION OF EIGHTEEN MCHA TRAINING CENTERS.

COORDINATION AMONG DONORS HAS ALWAYS BEEN CARRIED OUT ON TWO LEVELS - INFORMAL CONTACT AMONG DONORS AND FORMAL REPORTS AND MEETING WITH MOH OFFICIALS. THIS COORDINATION HAS WORKED OUT VERY WELL.

2. FOLLOWING RESPONDS TO PARA - 4 B REFTEL:

EXAMPLES OF UNUSUAL EFFECTIVENESS OR INEFFECTIVENESS. THE DAP AND ITS REVISION DESCRIBE IN MORE DETAIL THE ECONOMIC DEVELOPMENT ENVIRON

-
MENT IN TANZANIA, HOW EFFECTIVENESS IN THIS ENVIRONMENT IS DETERMINED, AND APPLICABILITY OF US OBJECTIVES. PER PARA 6 REFTEL, X ASSUME EPT WANTS ONLY SUMMARY OF THAT LONG STUDY IN THIS MESSAGE. CHARACTERISTICS OF TANZANIAN POLICY WHICH HAVE DIRECT IMPACT ON UNUSUAL PROJECT (IN) EFFECTIVENESS INCLUDE:

--TANZANIA'S POLICY OF QUOTE EQUITY WITH GROWTH UNQUOTE ADDS TO DONOR ABILITY TO REACH POOR, EG., THERE ARE NO LARGE FARMERS WHO GAIN SPECIAL BENEFITS FROM CERTIFIED SEEDS, FERTILIZER UNDER NATIONAL MAIZE, DAIRY IMPROVEMENT, ETC.

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PAGE 03 DAR ES 00162 05 OF 05 161601Z

--POLICY OF DECENTRALIZATION AFFECTS PROJECTS INVOLVING SMALL FARMS. MUST WORK AT CENTER AND REGION, EG RESEARCH, SEED, MARKETING PROJECT

.
--TANZANIA SELF-RELIANCE AND SOCIALIST PHILOSOPHY MAY NOT BE AMENABLE TO CERTAIN US OBJECTIVES, EG, FOSTERING PRIVATE INVESTMENT.

--TANGOV HEAVY INVESTMENT IN SOCIAL WELFARE MAY DRAIN RECURRENT EXPENDITURE WHICH OTHERWISE COULD BE DEVOTED TO DIRECTLY PRODUCTIVE DEVELOPMENT PROJECTS.

---REMOVAL OF ENTREPRENEURIAL INCENTIVES TO INDIVIDUALS PLACES MORE RESPONSIBILITY ON GOVERNMENT FOR WHOLE CHAIN OF DEVELOPMENT. ONE WEAK GOVERNMENTAL LINK CAN REDUCE EFFECTIVENESS OF PROJECT, EG, SEED, LIVESTOCK, MARKETING AND TRANSPORT PROBLEMS.

--SYSTEM IS VULNERABLE TO BREAKDOWN AND COULD AFFECT ACCOMPLISHMENT OF PROJECT OBJECTIVES; EG. A SUCCESSFUL AGRICULTURE RESEARCH PROJECT IS DEPENDENT ON EXTENSION, IN-PLACE MARKETING FACILITIES, CREDIT ETC, FOR ITS USE AT THE FARM LEVEL.

3. FOLLOWING RESPONDS TO PARA 4 C REFTEL:

UNIQUE CHARACTERISTICS AND CONTRIBUTIONS OF DONOR AGENCY PROGRAMS:

--UNIQUE CONTRIBUTIONS BY AID ARE IN THE AREA OF RESEARCH, SEED PRODUCTION, TESTS FLY RESEARCH AND INTRODUCTION OF DAIRY CATTLE. THE AID PROGRAM ALSO REACHES INTO OTHER AREAS INCLUDING RURAL DEVELOPMENT, HEALTH, AGRICULTURE MANPOWER TRAINING, AGRICULTURE CREDIT AND LIVESTOCK MARKETING, ALL OF WHICH PROJECTS SHARE WITH OTHER DONOR EFFORTS.

--IBRD HAS BEEN INFLUENCED BY AID PROGRAM IN AGRICULTURE.

(A) AID RESEARCH AND SEED PROJECT ARE CONSIDERED TO BE CRITICAL TO

IBRD PROGRAMS IN AGRICULTURE.

(B) THE IBRD NATIONAL AGRICULTURE DEVELOPMENT PROGRAM (NADP) WAS
UNCLASSIFIED

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PAGE 04 DAR ES 00162 05 OF 05 161601Z

PREPARED BASED LARGELY ON GROUND WORK DONE PREVIOUSLY BY AID.

(C) ANY NEW IBRD PROJECTS WITH FOOD PRODUCERS WOULD HAVE TO BUILD
FROM THE AID SUPPORTED BASELINE INFORMATION.

4. FOLLOWING RESPONDS TO PARA 4 D REFTTEL:

DONOR INFLUENCE ON TANZANIAN DEVELOPMENT POLICIES; TANGOV LEADERSHIP
REPEATEDLY STRESSES ITS BELIEF THAT DEVELOPED COUNTRIES SHOULD
PROVIDE ASSISTANCE WITHOUT ANY ATTEMPTS BEING MADE TO CHANGE INTERNAL
POLICIES.

--BILATERAL DONORS (INCLUDING THE U.S.) GENERATE LITTLE, IF ANY,
INFLUENCE ON OVERALL DEVELOPMENT POLICIES.

--TO DATE, NO MAJOR SHIFTS IN DEVELOPMENT POLICIES OR PROGRAM ARE
DIRECTLY ATTRIBUTABLE TO BILATERAL DONOR INFLUENCE.

--IBRD, BECAUSE OF THE SIZE (IT IS THE LARGEST ASSISTANCE DONOR TO
TANZANIA) AND DIVERSITY OF ITS PROGRAM AND ITS QUOTE NON-POLITICAL
UNQUOTE STATUS, HAS SUCCEEDED IN INFLUENCING SPECIFIC POLICIES AND
DECISIONS IN SOME SECTORS AN EXAMPLE OF THIS WAS A DECISION BY
TANGOV TO RAISE PRODUCER PRICES FOR CROPS THAT WAS A CONDITION OF A
1974 IBRD PROGRAM LOAN. ALSO, IBRD, IN ITS PERIODIC ASSESSMENT
OF THE AGRICULTURE SECTOR, HAS MADE RECOMMENDATIONS FROM THESE
STUDIES AS RELATED TO VARIOUS LOAN PROPOSALS. WHILE TANGOV DOES
NOT ALWAYS RESPOND IN A POSITIVE AND IMMEDIATE WAY AND ADOPT IBRD'
RECOMMENDATIONS, THERE IS EVIDENCE THAT TANGOV DOES GIVE PRACTICAL
CONSIDERATION TO THEM, SOMETIMES EFFECTING TANGOV ALLOCATIONS
BETWEEN SOCIAL SERVICES AND PRODUCTION PROGRAMS.

--IBRD ALSO HAS SPEARHEAD THE EFFORT TO SUPPORT REGIONAL INTEGRATED
RURAL DEVELOPMENT BY TAKING ON FIVE REGIONS.

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PAGE 05 DAR ES 00162 05 OF 05 161601Z

5. FOLLOWING RESPONDS TO PARA 4 E REFTTEL:

COORDINATION AMONG DONRS: DONOR COORDINATION IN TANZANIA ECISTS
ONLY INFORMALLY:

--THERE IS NO INSTITUTIONALIZATION AMONG THE DONORS OF THE COORDINATI
NG

PROCESS.

--THE NEW UNDP RESREP HAS EXPRESSED INTEREST IN DONOR COORDINATION
ON A FORMAL BASIS BUT HAS NOT YET FOLLOWED THROUGH.
--TANGOV DOES NOT ENCOURAGE DONOR COORDINATION, PREFERRING TO DEAL
WITH DONORS INDIVIDUALLY.
--DONOR COORDINATION IS STRONG AT PROJECT LEVEL ON A ONE-TO-ONE
LEVEL WHERE IT FITS THE NEED OF PARTICULAR DONORS INVOLVED.
--USAID AND DONORS INITIATE COORDINATION ON NEW PROJECT
PROPOSALS.
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Message Attributes

Automatic Decaptioning: X
Capture Date: 01 jan 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: ECONOMIC ASSISTANCE
Control Number: n/a
Copy: SINGLE
Draft Date: 16 jan 1978
Decaption Date: 01 jan 1960
Decaption Note:
Disposition Action: n/a
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment:
Disposition Date: 01 jan 1960
Disposition Event:
Disposition History: n/a
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Status: NATIVE
Subject: ASSESSMENT OF EFFECTIVENESS OF ECONOMIC ASSISTANCE
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To: STATE
Type: TE
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